ELA TOWNSHIP SPECIAL
BOARD MEETING
JANUARY 21ST, 2003
4:00PM.
HIGHWAY GARAGE
23605 ECHO LAKE ROAD
LAKE ZURICH, IL. 60047
Approved July 30th, 2003

The following minutes were written per word, because the Clerk wanted this very important transition of the Bus dispatching and Service to be recorded correctly.

Roll Call: Present: Supervisor Tinerella, Clerk Prouty, Trustees Black, Burch, Knudtson and Sullivan.

Trustee Sullivan opened the meeting with this statement:

<u>Sullivan:</u> This meeting is to be sure that the bus drivers are being treated right and after this meeting no one will be fired, and what we want as a board is very simple, we want the input from the bus drivers on how they think the bus situation should be run and be set up, and with that you can go ahead, whoever you designated for whatever and if you've got a list of stuff you want us to go over, that's fine however you want to run it.

<u>Tinerella</u>: If someone could just summarize what the issues are, and that would be a good place to start.

Saubert: no problem.

Black: What would be a good way to start, so we all have an understanding is if Nora reviews how the whole bus aspect is run. This way we would all start on the same page. How things are done with our bus service and program.

Sullivan: that would be fine.

<u>Nora's replies:</u> 1. Take the calls in the office. 2. Make out a list daily for the drivers. 3. There are particular runs in the morning and afternoons-there are handicapped people that are there every day. How much detail do you want me to go into?

Black: what ever you feel is a good review.

Tinerella: maybe if we knew what the issues were we could focus on them.

Black: This is not to do with the issues right now -first it is to understand how our bus system operates and then go from there. In as far as the daily list for the drivers-who is it that schedules the drivers and what routes they have?

Cunnie: I do.

Knudtson: Are the majority of the riders the same every day or the same every week?

Cunnie: A lot of repeats, probably 75% are repeat users.

<u>Black:</u> 75% of them are repeat users? **Knudtson:** Once a week or everyday?

Cunnie: Some are 4 days a week, some are once a week

Kudtson: So we take whatever their cycle is.

<u>Cunnie</u>: The day can be repeated, almost every Friday is a repeat (*Can not make out*) People have beauty shop appointments that go every Friday; they are automatically on the book. Some people use the center 4 days a week and some use it twice a week

Black: The senior center?

Cunnie: Yes.

<u>Black:</u> how is it that the routes are decided as to who drives the routes and how long they drive? What is our focus on that?

<u>Cunnie</u>: Basically the time people need to get to their appointments. Starting out by who ever's coming out of the first run in the morning takes the early appointments, generally. There are generally two buses that take passengers to the center every morning except Wednesday. **Black:** How is it decided what route a driver has-does one driver have a certain route that they

take? **Cunnie:** yes at this time yes they do.

Black, when you say at this time how long ago was that?

Cunnie: Pretty much has been the same for a couple of years.

Black: So a certain person has had the same route for a couple of years. And what is the emphasis that we have is it not sharing the driving time so that people are not force to work overtime-from our previous discussion we have had, I understood that there was a lot of concern about a lot of overtime and that we would be spreading that around with all the drivers

<u>Cunnie</u>: Our first consideration is getting the people to where they need to be at the time they need to be there. And trying not to send more then one driver in the same direction if necessary.

<u>Black:</u> Does any one else have any questions or is there anything you want to add on the bus scheduling program or anything else.

<u>Cunnie</u>: I have the books here and you can scan through them, most days are a repeat, things that make days different are doctor appointments and hairdresser appointments.

Black: When I had stopped and asked about part-time and then I found out that part-time means that you work a full day. You work one week and then you have the next week off, then you work the following week, that's what's considered part-time instead of it being a half a day that you drive. Correct?

<u>Tinerella:</u> When the board agreed to hire Roy it was with the understanding that he would be alternating every other week with Will. And Right now we are in our slow season- there is seasonality to providing the bus service and in the winter months for whatever reason we go significantly down in the number of rides. And that you could certainly see by looking at the numbers that we send to Pace because all that has to be given to them for the grant.

<u>**Black:**</u> Now as far as if someone has a problem or a question, what is the understanding as who they are supposed to talk to?

Cunnie: I like them to come to me.

<u>Black</u>: They don't talk to Kim.

Tinerella: They report to Nora.

<u>Burch:</u> So I can understand better when the drivers are at home are they paid, while they are waiting for calls or are they on call how is that set up?

<u>Cunnie:</u> If they have a passenger out and are waiting for a call from that passenger from say a doctor's office and there is a waiting period, yes they are paid for it.

Burch: So they don't wait there and they could go do another call.

<u>Tinerella:</u> Or they could go home, maybe we could share a little history of how it was before, when Lynn Staples was in Nora's job running it.

<u>Cunnie:</u> It has changed, it use to be, the bus drivers would have to punch out and go off the clock, even if you were waiting for some one after 15 minutes you went off the clock. Even though you could have had somebody out there that you need to go back and get maybe to hours later but after fifteen minutes of wail time you had to go off the clock. That has been changed. <u>Black:</u> Just so I understand when you say the waiting time, the driver is on and it's 9:30 and

what you're saying is if there's no call-<u>Cunnie</u>: If a driver takes a somebody to the hospital and they have a 9:30 appointment they dropped them off at the doctor's office or hospital that person may there for one or two hours you have no way of knowing and they are on the clock until they come back to get that person.

Black: You mean the driver is on the clock.

Cunnie: The driver is on the clock, it used to not be that way.

<u>Tinerella:</u> Before Lynn Staples would make the drivers go off the clock and then come back on the clock.

<u>Cunnie:</u> You could come back in the office at 9:45, on the ride back to the hospital at 10:00 you were off

Burch: For our drivers is this a full time job?

Saubert: Yes for two of us it is, and the week that Roy is on he is on full time for that week.

<u>Burch:</u> So in other words if they are not on the clock and they are sitting at home, and they are not getting paid, therefore

Tinerella: Yes they are getting paid.

Burch: Yes they are if they are waiting for some one.

Tinerella, No always they are.

Bellio and Saubert: No that is not true.

<u>Black:</u> Let Nora speak please, because she is in charge of the Bus system. Because Kim, you have different imformation.

<u>Burch</u>: I'm just trying to see if I took a job as a bus driver and that was my main time job, we have a responsibility to pay them if they are in that situation than if they were in a situation of having another job but I can see with two of you this is your full time income.

Saubert: correct

Black: So if a driver is sitting at home waiting, they are not getting paid?

<u>Cunnie:</u> Yes if they are waiting for a call, yes they are getting paid. If there is no driving to be done, no they are not getting paid.

Bellio: But the other situation there is- you have your radio with you and it is always on and so you don't leave the area, even if you are on down time, because if somebody needs help, like the other two drivers, if they are in a bind and one is at one end of town and has to pick some one up at the other end, they usually call that person that is off to help them out, so how do you regulate what is down time and what is not?

Black: And when you say you call the person that off, you mean the person that off the clock not the person that part-time off that week.

<u>Bellio:</u> Right, the other driver is probably backed up, and can't get to that person. In some cases Julie has called me to ask me to pick somebody up like today over at Jewel. So which I did, and I brought her home.

Black: You were on off time right?

<u>Bellio:</u> No, this time I was coming back from the hospital at this time. But there are times where I've been off and I've been called when I have been on down time and I have been called to pick up.

<u>Burch</u>: You all have Nextel phones, so you are in constant communication with each other at all times right, so if one of you gets in a bind, you could call each other as opposed to calling the office and saying I'm over here I can't, I'm just saying Tom could make arrangements on their own.

Saubert: Yes, that is the way it is suppose to be.

Burch: That way it would be more efficient because if you're doing something in the office or Tom's doing something that means to many people are tied up to answer, and we pay for the Nextel phones and radios and the Township picks up all the expenses, so the problem is, maybe only one solution, I really know what the problem is but I think I know maybe to just-

Tinerella: Let identify the problem first, before the solution.

<u>Black:</u> No lets finish addressing what being done and what the program is. And are there any more questions.

Burch: Is the volume significantly lower in the wintertime?

<u>Tinerella:</u> Yes, if you look at the numbers, we run in the summer about 33 hundred rides a month, and we will dip down to if history repeats itself.

<u>Saubert:</u> Yes but a lot of that stuff you are talking about in the Summer you are talking about the YMCA kids that we are shuttling three times a day, so that a moot point. That not our regulars.

Knudtson: How are these records kept?

<u>Black:</u> I think Nora should be answering the questions because Kim did not know some of the answers. And since Nora is the head of it she should answer.

Tinerella: Well the numbers are the numbers on here.

<u>Burch:</u> My question is this; this is a list that is compiled from the orders that come for when you need a ride.

Cunnie: Yes this is the list from (could not hear the rest)

<u>Burch:</u> Now if the drivers switch and have to uncomplicated some thing in order to make a schedule as where that may not be recorded in the office.

<u>Saubert:</u> Correct because some times we have to back each other up, and if we can't, and are supposedly not having to call the office to clear that with them first. Because that is never what we had to do, if we have to back each other up we do, but that's become an issue, one of the issues.

Black: I just wanted to make sure what we had first.

<u>Tinerella:</u> I just wanted to say that after Nora took her vacation and went to Ireland for two weeks, there was a substantial amount of increased overtime unapproved being submitted on payroll week after week and I continually asked Nora

<u>Saubert:</u> Now hang on a second, that is not true, first of all I'm gone to tell you something, I talked to you the last time on the phone to get approval for overtime over a year ago and I told you at the end of that conversation that I was never going to call ever again and if you have a problem with my time then you come to me when you have a problem with the payroll sheet now you tell me in that amount of time and don't look away from me, you tell me in that amount of time since then, when you or Nora has ever questioned my time never, because I told you then, this is ridiculous we do not take the phone calls-we do not route the people-we are not telling the people in the office all week yes or no- all we are doing is driving them-if we have ten people-twenty or fifty-they have to leave and they have to come home unless it is a one way-we drive what we are given we can't leave some one sitting somewhere- because I have already reached my 8 hour day-that does not happen and we can't do that on a daily basis because we can't tell

you on any given day how long some one is gone to be gone - I can tell you in the morning that I'm only go to have 5 or six hours today- and I could be really wrong because somebody gets held up at the hospital or the Doctor's -do you know how many people we drive that **Cunnie:** said something I could not hear on the tape.

<u>Saubert:</u> Hold on a minute I'm talking to Kim right now because I have an issue with you because I didn't care for that comment in your letter that overtime is being ignored while in a years time no one has every questioned me

Tinerella: Oh I don't think-

Saubert: Hang on a second-whoever-no one has question me in over a year and than to put in a letter that overtime has been ignored-while obviously some one has been ignoring it also for quite awhile and there is no way in this type of job that I can tell you on Thursday how many hours I am going to have on Friday I can say I think I'm going to have six or eight but than I may go over- I have called you on Thursday and said Kim or Nora I think I'm going to be over or maybe I won't be over-I don't know I might be over-okay well we're not going to give you that many peoples tomorrow- fine but then the people I have -I may have somebody going to Jewel and I pick them up from Jewel and they say Pam I you to stop at Wal-Mart, too- now I have that- now no body knew that ahead of time they do that all the time they have unscheduled stops-because they have that latitude to do that - they can say when they get on bus that they have more than one stop to make and while I have them on my bus and before I get them home I'm supposed to take them where they need to go - now how can I tell you this on Thursday when this is going to happen on Friday- that is the most ludicrous thing I have ever heard in my life and then hang on and than if you tell me okay then we are just going to cut back a little bit so you don't have that many hours tomorrow-well that all well and good you want to keep me off the clock so I don't get overtime then the other two are going to run their brains out on Friday if we have extra people to keep me off the clock that is fine -I don't get the overtime and they do and don't really give a care and if I get my 8 hours a day I don't care and I really fine this offensive to have some one tell me that when you have this type of job that I have to tell you the day before or two days before that I think I'm going to have overtime and I'm not person telling people yes or no in the office I have no control over it and I got to drive it when I get it so you tell me about that.

Cunnie: We are not saying you can't have overtime we just want you to be aware.

Saubert: We are aware and so are you Nora

<u>Cunnie:</u> You do have the option of when you pick these people up not to drive them all over God's creation.

Saubert: You mean we are supposed to be telling them no well this is new to me

<u>Cunnie:</u> No you don't have to tell them no but you don't have to take them five different places either.

Saubert: That's news to me

Cunnie: Just say you are sorry and I really don't have you scheduled for that

<u>Saubert:</u> If I feel like I'm really jammed and I know they are jammed, too I could bring it up to someone but if you have some one saying to you I have I have to stop at Wal-mart for a prescription and they just got back from the doctor and they stay in Wal-mart what am I going to tell them I'm going to give you ten minutes

Cunnie: How often does that happen?

<u>Saubert:</u> It happens all the time and you know it Nora. Okay then are you going to be telling the people that we drive that from now on you have to tell me on the phone if you have a extra place

to go when you are out you can't do it you have to reschedule well then you should be telling them that in the office not us after we get them on the bus

<u>Cunnie:</u> I would ask them to just let me know when they call in

<u>Saubert:</u> Okay but they don't do it and they tell us when they get on the bus you know this is a really sore point with me.

Knudtson: I think your point has been very well made and I think we would all agree that our goal is not to diminish what none of us have heard nothing but stellar things about this service-as oppose to he said or she said- I think we have to move back from emotion, and this would piss me off to, I mean I would not

Saubert: It's going to be hard to talk about all this without having any emotion because it does. **Knudtson:** Let's try to identify the problems and you guys have the spotlight now- that we have and the Board is here to identify the problems and not make anything diminish the service that you are giving the Township but to make it easier for you so we don't loose this or even slightly reduce the service that we give the quality of it and that is all of our goals

Saubert: That is our goal

Sullivan: Where do you think there should be changes and let's get on with it.

<u>Knudtson:</u> You have identified one issue and that is scheduling latitude that you don't feel you are getting. And I think we can adjust that

<u>Sullivan:</u> I can see one of the things that you brought up-and it may sounds small but I see no but yet I have been in there when they are answering the phones and maybe we should have another area too where they answer phones and you know for example if I call and say this is Mike Sullivan and would you pick me up I have an appointment at such and such a time I see no reason why the person who is taking that call can't say by the way Mike is there by chance you have to stop any where else today I realize your Doctor may give you a prescription that might forewarn the drivers ahead time and you wouldn't look like the bad guy and say look I can't take you there because I don't think that is right either. Maybe we have got to do a little more on our end, too. And I know they have enough to do but maybe there a situation where we might have to have some one else helping I don't know

<u>Tinerella:</u> And we are not charging those people to the best of our knowledge for those extra I want to go here and there

<u>Saubert:</u> Yes but that had nothing to do with the issue the issue we were talking about was the drivers having to do it and the other point is even if they tell you they are only going to Wal-mart and they are going to Dominick's and you can have one go in to for a half an hour and you can have some one go for two and a half hours, it's their prerogative, there is no time limit on that so we can't know ahead of time how long many hours we are go to put in a day but we also have no control over it either so if it is there we have to still drive it and if they are still out I can't just go in and drag them out and tell them that I am getting close to my time for the day the whole theory is ridicules.

Tinerella: Ask them how long they're gonna be.

Knudtson: What would you guys like to do about this? What would be one of your suggestions? **Saubert:** sure they do tell us but they tell me two hours am I suppose to tell them that you are not allowed to have that long.

(A lot of noise too many conversations at once. I will pick up where Burch is asking Saubert a question)

Burch: How do the people get you back Dominick's to pick them up?

Saubert: One of two ways they tell us how long they need, a lot of the time that's a lot of what ours is. When we drop them off we say how long do you think you'll need, and they'll say and hour.

Burch: So when you go back you still may have to wait twenty minutes

<u>Saubert:</u> That's true, and it happens all the time. But it's not only that, I mean they may tell us an hour and then we look to see where that would fall in the rest of our trips. We may not be able to get back in an hour because at that time because we're gonna be at the other end of town or somewhere else picking somebody or dropping somebody so we can't, so we'll say well we know you need at least an hour and then we look at what we've got and say well I can't get back until and hour and fifteen or and hour and a half.

Burch: And most of them don't carry watches anyway so they would have no idea.

Saubert: Exactly

Knudtson: Just to recognize Julie, she's trying to speak over everybody.

Newman: I was just saying that I know a lot of the elderly, I really like the people I drive, and they're wonderful they're great people but a lot of the time

Knudtson: And they like you.

<u>Newman:</u> I think they do. They say – like Margita Schwartz got on the bus one day and her husband is sick, I know he's sick, I sort of feel like these people are like family and they are. Well she got on the bus one day and I knew I was going to be busy and she said I really need to go to Jewel. Do you think I'm not gonna make time for her.

Saubert: Exactly

Newman: I mean you may have rules- where you want to take people but these people are elderly; this is the only way these guys get out this is their only opportunity to leave the house sometimes. They look so forward to this and I really like the fact that I can say go ahead and take a few extra minutes I'll be back in a little while.

(Too many people talking at one time.)

<u>Knudtson:</u> So you guys don't want to be challenge on you overtime you feel like it not something you have any control over.

Bellio: Can I show you something?

Tinerella: I guess my concern is why would it increase so much?

Black: Please let the gentleman finish.

<u>Bellio:</u> Look, ten and a half, eleven and a half hours total for the day. That was my list for one day.

Cunnie: That was last Thursday.

Bellio: Yeah, and Friday was the same thing.

Tinerella and Cunnie: there was only two buses running on Thursday.

Newman: Friday there were three busses and I had nine and a half hours.

Bellio: And we were swamped.

Cunnie: You weren't here last week

Newman: No, Friday I had nine and a half hours

Cunnie: Friday must have been a busy day.

<u>Burch:</u> you know how when go into a restaurant and they give you that beeper maybe we could give these people when they go into Dominick's-

Everyone: we would need too many of them.

Burch: I don't mean that way you would only be driving five or six people at a time

Tinerella: No only one at a time

Burch: One at a time, but I mean if we had -

Saubert, I don't drive one person at a time I have a whole busload in the morning and I drop them off to where they are going.

<u>Burch:</u> If we had 6 or 7 that were on each bus and as they go into Dominick's you give them one and told them here click this when you are ready to be picked up and we'll get over here- one of us will over here as quickly as possible.

<u>Saubert:</u> See this has not really been the issue about them getting a hold of us because even if they can't tell us and they are not really sure, they don't even want to make a guess or again if they're at the doctor they're never gonna know.

Sullivan: So you just tell them to call?

Saubert: Then they call the office and they call us. We haven't had a problem with that kind of communication they have a way to get back to us

Burch: they have a way to call you directly.

Saubert: They call the office

<u>Burch:</u> Why can't they call you're cell phone? If you drop them off why can't they call you directly?

<u>Saubert:</u> Actually there's a couple of my regulars that do have the number to my phone and they do call me because they don't want to bother calling the office, so they call me. I don't have a problem with that.

Bellio: I have a problem with that because the office may think we are cheating on time

<u>Burch:</u> Well that is not going to happen any more and you have to trust people that are working for you and I 'm not saying Kim is trying to take over anybody

Tinerella: Why is it that after October the overtime has gone up significantly?

Saubert: What do you think we are finding people to drive and I don't understand the question, I really don't.

<u>Tinerella:</u> Why has overtime increased significantly since October?

<u>Saubert:</u> We only drive the people we are given Kim, we're not finding people on the street to drive. She said we have significant overtime since October we drive the people that are there

Sullivan: How many buses were running prior to October three everyday?

Saubert: Yeah.

Sullivan: Maybe sometimes four?

<u>Bellio:</u> No, never four **Sullivan:** Always three.

Saubert: I don't understand that question.

<u>Sullivan:</u> What about when there's only- before the one bus when you were driving tow busses and you didn't have that third one, was that for a time or not for a time.

Saubert: Julie was sick and I was on vacation at one time.

<u>**Black:**</u> Has the driver assignments been the same for every body or has some one driven more and some one basically stayed at home.

Bellio: Yes.

Saubert: That depended on the day and depended on the time

Black: What's that yes to?

Bellio: There are certain times I'll have three or four people and they will have ten a piece.

Black: And why aren't you called?

Bellio: Because I'm on down time and they have been told not to call me.

Cunnie: No they have not, Roy that is not true I would be the first to

Bellio: I beg to-

Newman: I was full one day and I called the office and said I was going to call Roy for help and you said no- you call Pam

Black: I'm sorry you said you were going to call Roy and you were told what?

Newman: No, you call Pam. I knew Roy was down, I knew that Pam's schedule because we compare our schedules in the morning before we start. Somebody, and I'm not saying it was you but somebody in that office said no you will not call Roy you will call Pam. And I said fine. was full also because we compare our schedules in the morning before we start-I don't know it was in that office that said no you will not call Roy

<u>Cunnie:</u> I would suggest that you call Pam first if she is out there working rather than call someone who is on downtime.

Newman: The way it was insinuated to me on that radio was that you did not want me to call Roy.

<u>Sullivan:</u> How often do you use the two main buses; I don't know how to bring the third one in. Are they all on overtime at a certain time? Does it end up the two busses all the time?

Bellio: No, it varies from driver to driver.

Sullivan: It varies on the runs they give you

Bellio: Right

<u>Sullivan:</u> And you figure out the runs daily as they come in? I would assume everybody's already called, I realize that there will be people calling tomorrow but I would imagine that all the calls that are in for at least tomorrow's pick between morning and noon. I don't know because I've never sat in there, or do you have somebody in the afternoon and everything?

Prouty: What is the big concern about overtime are we running out of money?

<u>Tinerella:</u> I think the Board has a fiduciary responsibility to the taxpayers to run our services the most efficient way possible.

<u>Saubert:</u> Well then you need to start telling people no. You can't keep adding people on all day long and it happens all the time they are added on morning and afternoon

<u>Bellio:</u> You're taking people on the same day they call.

<u>Cunnie:</u> Absolutely, the same way that you have that person that want to stop for that prescription, they're gonna do it.

Saubert: Right, fine, we have to drive them

Knudtson: Now wait no one is trying to say that we want to decrease services -what she is accusing you guys of is switching around and some other

<u>Cunnie:</u> Yes, and I've got plenty of (Can not hear the rest)

Saubert: It doesn't increase anything, if I can't get to somebody, I'm gonna call somebody and ask them.

Knudtson: Let's try to be polite back and forth here.

Saubert: I'm sorry. Go ahead.

<u>Knudtson:</u> The accusations are relatively simple-she said because you guys make switches that she does not think is efficient that that's increasing costs and does not sound like there is any thing to support that from what you guys are saying

<u>Bellio:</u> How can it not be efficient if I am going to one end of town and she has person going the same way.

<u>Knudtson:</u> You are right Roy It does not sound like there is anything for support that you guys can't efficiently decide this and if there are increases related to you and what she is hearing I

rather that we find a solution that allows every body to be serve you guys cannot feel like you are being attacked about overtime and lets move on with this. Because no one wants you guys to Not to do what you think is right and if this system does not work where you call her and it is her decision, then lets change that system-lets come up with a system and I don't know what it is -you guys are the drivers there got to be systems that work and don't think that is much to this that your overtime is up because you are switching back and forth and I can't imagine who would know better what each of your schedules are-but yourselves

<u>Sullivan:</u> Do you have the same area that pick up in the morning and leave in the morning? **Drivers:** For the most part-yes

<u>Sullivan:</u> Now let me ask another question, because I don't know I've never been a bus driver in a situation like this. When I drove a bus they told me where to take them and that was it, it wasn't stopping here and going there, otherwise I probably wouldn't have got there. When Nora gets in, in the morning-this is where she looks and figures out where everybody's gonna go? Am I assuming correct?

Cunnie: Before I go home at night I make that out.

Sullivan: I don't know if this would work- would it work, and she should know she's been a bus driver, but by the same token maybe things have changed. Would it help- say every- when do you have this at 4:00 at night or 5:00 at night?

Cunnie: Before I go home, sometimes its 6:00 at night.

(Can not make out)

Cunnie: They normally don' pick it up until the morning.

<u>Sullivan:</u> By that time you've got it all-okay. All I'm saying is that if maybe between the three of you maybe every two weeks, and if this doesn't work fine, I'm just throwing out a suggestion here, if for a two week period if one of you go in there when these come in and look at the list with Nora and say I think this- in other words work together on what it would do. Would that help, I don't know.

<u>Saubert:</u> We have tried doing that. We tried doing that and there were things that went on between office and Bus drivers that caused some problems to where we were told that things we have been doing all along, and we were told that we could not do that again

Knudtson: Are we all on the same page

(Can not hear)

<u>Saubert:</u> I didn't want to drag all this stuff out but - I don't have a problem with this- I think all this animosity started with the problem we have with the Ela 3 bus when a senior wrote an E-mail to the Trustees and not to Kim

Knudtson: What was the e-mail?

<u>Saubert:</u> The e-mail was regarding the Ela-3 bus cause she's in a wheelchair and she rides it-<u>Sullivan:</u> A woman did, yeah.

<u>Saubert:</u> and she wrote an e-mail to some of the trustees telling them her concerns of the way that we had to operate the bus and when Kim was given a copy she showed to me and asked me if I knew any thing about it-and I read it and I said I didn't tell her to send it but that there was nothing in there that was a lie -later on I found out that this senior got an answer back from Kim plus a phone call and I also saw a copy of the E-mail that Kim sent to her because Will showed it to me a few days afterward and he was very upset about it-because in the E-mail- there was some reference to the fact that Kim said - that when I found out about the problem with the bus I immediately told Will to get off of the bus and not to drive it any more making a comment of obviously that you didn't know the problem with the bus but I knew better than that, because we

all knew that problem with the bus, it's been having a problem for a long time. Will was upset because in there she said she told him. Well Will wasn't even driving the week that that happened Roy was. So he was upset about it but Will didn't want to say anything because he didn't know how any body was going to take the answer-but after talking to the Senior and hearing about the conversation with Kim-It all was sounding like the drivers know there is a problem but they are still driving the bus-Nora knows there is a problem with the bus but they are still driving the bus - and Kim saying I don't know any thing about the problem with the bus but the minute I found out I took care of it and I sent an E-mail to some of the Trustees to let them know that yes, Kim did know about it- and I really took offense at the fact that she pretended not to know-because put all the onus on us and didn't think that was fair -after that we had a meeting in the office and Nora was very upset with us because she was told by someone that drivers are sending E-mails to the Trustees saying that they didn't like the way she was running the office and that we didn't like anything she was doing and that was not true-after the meeting- Nora knows this to be true. After the meeting we went outside with her and I told Nora that I was the person who sent the E-mail because I did not want any one else having a problem because of it but I also told her what was truthfully in my E-mail and in that I also defended Nora and there was never anybody who sent anything sent saying we were mad at Nora or any thing like that and I don't know who told her other wise and it really does not matter it wasn't the truth After that there were some feelings going around between all of us because we felt like we had that latitude that if we wanted to talk to somebody else we could and then we're feeling like we can't do that because we're wondering whose talking, whose saying something, why aren't you coming to me. I did that for reason because I felt like I was being put on the line for that to.

Knudtson: You felt penalized (can not hear the rest)

<u>Saubert:</u> There was a lot of questionable feeling going around. Not to long after that Will got sick and he was gone. Nora and Kim both asked Roy to work full time till he came back if he could, he agreed to it no problem. The next problem we've got is that when Roy put on his time card for Thanksgiving days that he wanted to get paid for the holidays full time the next pay day came around, he got his check and he came to me and said the time sheet was changed nobody said anything to me, I think it's only right that if they ask me to work full time even for a temporary part I think I should get it. We talked and I said go talk to Nora, because she's the one that does the payroll and you can go from there because that's your issue not me.

<u>Bellio:</u> I came in the office because I wanted to talk to Kim, Kim said I don't want to talk to you go talk to Nora so I figured that- (interrupted)

Tinerella: No I said Nora is you boss

Bellio: No, you said I don't want to talk to you go talk to Nora! That's what you told me.

Tinerella: Well I would think that you would talk to your boss first that's what I said.

Saubert: He's just telling you what he said Kim; let him tell it because he was there not me.

Tinerella: So was I.

Saubert: Okay fine.

<u>Bellio:</u> So then I went over to talk to Nora and I told her that I thought I should have been paid for the holiday and she said we'll see what we can do about it we'll try to work it out, and I said, and I talked to her calmly, I did not yell at her or anything- (interrupted)

<u>Tinerella:</u> I was there you were yelling and screaming and didn't even let her say a word and walked out.

Bellio: I was not yelling, Nora was I yelling and screaming at you?

Black: Kim please let him finish, let him finish.

Knudtson: we're all going to leave if you don't show some restraint here

Bellio: Was I yelling and screaming at you?

Cunnie: You were agitated, but you weren't yelling

Knudtson: Well, whatever that can happen.

Black: Agitation and yelling and screaming are two different things you know.

Cunnie: I understand.

Tinerella: And then he left before you could even say a word.

Knudtson: Members of our families have done worse things to us.

<u>Bellio:</u> No she said she would see what she could do. Okay I've been down this path before of saying we'll see what we can do and nothing gets done.

Knudtson: So Roy finish telling us what happened.

<u>Bellio:</u> So I talked to Nora and she said she'd see what she can do. So I kept taking to her about it and I said I don't think this is right both you and Kim asked me to work full time and I was nice enough to say yes I'll work full time for you and I still am working full time.

Knudtson: Nora's response to this was what?

Bellio: And Nora's response was we'll try and work it out. That's all I kept getting.

<u>Knudtson:</u> And then what happened Bellio: Nothing, nothing happened –

Knudtson: And that's when you started to-

<u>Bellio:</u> Until I went to the board. When I went to the board, I don't know what happened with the board but

Cunnie: (Can not make out)

<u>Knudtson:</u> What did you do with this information once you received it, what did you do with his request, where did it go?

Burch: It got on the agenda

Sullivan: It came to us eventually because we voted on it

(To many voices at one time)

Cunnie: He went out and called the trustees -(mumbled, can not make out)

<u>Knudtson:</u> That same day? Cunnie: -and talked to them

<u>Bellio:</u> No I didn't call the same day. I called either the following day or the day after. I let it ride-

Knudtson: What did you try to do after that, did you try to deal with this in anyway. After it happened –

<u>Cunnie:</u> It was several days later when I talked to him and at that point he had already talked to everybody and I was supposed to go ahead and pay him.

Cunnie: (Can not make out)

<u>Burch</u>: So, Nora you have the authority to just go ahead and give him the overtime that's why we're in the process of putting a policy together so it's just automatic.

Knudtson: She has the authority to run everything short of hiring and firing

Black: Right and that's up to the board and if somebody is working full time then the logical thing- he shouldn't have gotten hardship on it.

Burch: There's no doubt he should have been paid, that's not even a question

Knudtson: we've fixed that since right

Burch: yes, we took it up at a board meeting

Black: Did anything happen as retribution there after because of that?

<u>Bellio:</u> There was a little animosity towards me, I'd say

Knudtson: Was there any rules imposed

Black: Or less driving

Bellio: Some less driving, more rules

Burch: Could it be Roy that the less driving could be a scheduling thing or do you really think

that it was intentional?

<u>Bellio:</u> Personally I think it was intentional **Burch:** Now, that's what we need to fix.

Black: Did anyone else experience that intentional not being scheduled to drive?

Newman: The schedules were very awkward after that point for a while

<u>Black:</u> Awkward? **Burch:** Uncomfortable

Newman: Pam and I definitely had more stops than Roy

Burch: Are there any more issues

Saubert: Well we might as well take it and run with that because part of that problem was after that time Nora would stop and question me every once in a while because I had changed some sheets in the office in the morning first thing in the morning when we were going out I would see that Julie had a whole lot and I had a whole lot Roy didn't have very much and you could tell by looking at it that if you had driven the route for any period of time you could see that someone is going to have three or four hours down time and the other two are going to have a lot So there were a few time where I said Roy this is ridiculous I know I'm going to have more that enough, Julie's going to have more than enough so why don't you take a few of mine, so I would change it in the book, yes I did I would make a p into an r so that Nora would know that Roy had that one but then I was questioned about it of why I did that and I told her exactly that that was the reason I said what's the big deal, I had plenty she had plenty I just gave him some of mine, and I was told not to do that anymore. There was one particular day before Christmas that I went in the office and I talked with Nora and it was a time I had given something to Roy and she asked me if I did and I said yes and she asked me not to do that and I said that we've always done that before it has never been a problem and there were times I didn't change it in the book only because maybe I was on the bus so if I know I'm overloaded and she's overloaded and I know he's sitting at home with the bus running in front of his house and he's sitting in the house why can't I call him and say Roy she got someone added on that didn't make it on the list or we have to take someone to the doctor, that Wednesday was horrendous that one Wednesday in particular and back and forth we were on the radio with the people in the office.

Black: So was it that you guys the two of you had a lot of overtime?

<u>Saubert:</u> No it had nothing to do with- hold on let me finish this because this is important. See we keep going back to this over time issue and that's not what the issue was. That day that I talked to Nora and she told me not to do that I couldn't understand what the problem was Nora said to me that we have another Ken on our hands

<u>Cunnie</u>: I said you were putting yourself in the middle of it-

<u>Saubert:</u> You said don't put yourself in the middle of it Pam because I think we have another Ken on our hands okay because you had a problem-

<u>Cunnie:</u> Because he thought that he should be on the clock all the time, and I did not want to go back to *(can not make out)*

Saubert: NO, no that was not the case at all and you know it.

Cunnie: Okay, go ahead, finish your story.

Saubert: When ken was driving for us he never said no to anybody

Cunnie: (Can not make out)

Saubert: Then we won't give the background on that but I'm telling you, you made that point to me and it was very clear to me what the heck was going on then. It was like now we're going to keep Roy off the clock regardless of what – Oh, yes it-

Cunnie: (Can not make out)

Saubert: Nora don't say that, that's not true

<u>Cunnie:</u> Did you get to point yet where I had mentioned about getting help when you needed help and not just (can not make out)

Saubert: And that's what I did as a matter of fact that Wednesday as I recall there was that add on that had called the day before and never got on the books they had to add it on. I had a lot she had a lot he hardly had anything and tom is calling on the radio saying I forgot this person they have to get to the doctor, they had to be somewhere in Barrington by 10:30 at this time it was like five after ten I was called and I said I can't because I had all my seniors I had people to get to work still and the time was not going to do it and they had to be there by 10:30. We knew he was sitting at home it was ridiculous He called-(Interrupted)

Cunnie: (Can not make out)

<u>Saubert:</u> Hold on, He called her or told me to call her first and I called her and she said I'm on my way I have to go over and do the ones over by Deer Park mall and what have you. It was this back and forth between Julie and I and we were trying to get it straightened out and instead of being told by the office okay well forget it you guys can't do it, they have to be there, we forgot to put them on we'll call Roy, we were told well then get them as soon as you can. Now that is the most ridiculous statement I have ever heard in my life because we've got people-

(Can not hear who spoke)

<u>Saubert:</u> Wait a minute, we've got people who that had an appointment that got screwed up in the office that didn't get on, okay fine we're going to try and cover it, but you don't try and have two driver's drive like maniacs then to try and get this all done when there is one driver sitting and you don't want him to drive

Cunnie: Pam that's never been the case

Saubert: Nora, it was the case, it definitely is.

(Can not make out who is talking)

<u>Knudtson:</u> Okay, okay we could do this for an hour. I need a clarification, Nora was this comment, "We have another Ken on our hands" was this meant in a derogatory fashion or was this meant in an applauditory way?

Cunnie: It was

Knudtson: Was this a good comment or a bad comment, I don't care about the past, how was this intended? Were you saying something nice about Roy or something not nice?

<u>Cunnie:</u> It really wasn't toward Roy at all it was the way Pam was trying to handle it and I didn't want her to get into that situation

Saubert: That's not true

Knudtson: Was this to be taken as a good comment or bad comment

Saubert: It was a bad comment, that's not true Nora and you know it, that's not true

Knudtson: Okay we can differ our opinions here but somehow the board needs to make some decisions that will help you to be happy

Tinerella: So the issue is uneven scheduling?

(Too many voices at once, can not make out what is being said.)

Black: Kim you just interrupted

Prouty: If Nora is in Ireland and Pam comes in to makes out the bus schedule, which really helps, I mean how would I make out a bus schedule if I did it everyone would be going to the wrong place but I think that she knows how to schedule to.

Knudtson: Why did you ask her not to chance the schedule from the P's to the R's? **Cunnie:** Because there are times when it's being done and it is totally unnecessary

Saubert: That's not true

Cunnie: I'm supposed to work with this

Knudtson: Unnecessary in what way? What do you mean by that?

<u>Cunnie:</u> Because if I take anybody's schedule and look at it, I can figure out for myself if I could make it driving, I can guesstimate how long it will take me to get from point a to point b.

Knudtson: And if the two of you disagree how is that resolved if she doesn't think she can-

Cunnie: But she doesn't come to me with a disagreement

Knudstson: (Can not make out)

Saubert: I did every time until you started to give me flack over it and I didn't understand why I wasn't allowed to do it.

<u>Cunnie:</u> Pam that's not true **Saubert:** It is true Nora

<u>Cunnie:</u> The changes are made only for the most part unnecessary, getting help, Roy came back into me and made a comment about we are not allowed to do that, I said where did you get that from

Saubert: Because that's what you told me

Cunnie: Absolutely not

Saubert: It certainly is what you told me.

(Knudtson is trying to speak but Tinerella interrupts, can not make out what is being said)

<u>Tinerella:</u> Could you get together and find out a better way of scheduling as a group working as a team?

<u>Saubert:</u> We never had a problem before all this animosity started in the office. Then we get down to the point where it's not even that any more we asked for supplies in November we didn't even get them until the Tuesday when we got the letter to come to this meeting.

Knudtson: What are the supplies?

Saubert: Roy you gave her the list of supplies.

Cunnie: Windshield fluid

Saubert: Windshield fluid, scrapers

Bellio: It took two months to get windshield fluid

<u>Sullivan:</u> Well we could solve that immediately, I think. The busses are out here at night, Bill You go ahead and keep extra water here and anything else they need for the busses and put it on your expenses and if it has to come out of a different one that's fine. We can't have busses without windshield washer fluid. Rather than having them try to buy it just have it here and have them put it in.

(Can not make out what is being said)

Sullivan: Is that alright with you?

Kruckenberg: Yes, that's fine. They just have to let me know because the bus driver's don't have a key to the shop, they only have a key to get into the lunchroom. They just have to ask me and we can transfer some over.

<u>Sullivan:</u> Well, I imagine that by that night before they leave they'll know and can leave you a note if you're not here.

Kruckenberg: That's fine.

Black: Would it be a better solution in having the bus service run out of the highway department and having a staff person and then alleviating the problem of the communication and the difficulties of-

<u>Sullivan:</u> I was just going to say something similar to what Mimi's asking. The bus driver's might come up with an idea over the next few days about what you would like to see.

Saubert: We've already been thinking about it, we've already been talking about it.

Black: What would you like?

<u>Saubert:</u> Part of the other problem is that we don't think that we're getting a whole lot of concern from the office, and I'm not saying anybody in particular. But we've had problems with-Case in point, tires. I know when Nora was gone in Ireland I got new tires and that's only because I had been asking for tires, I got tires, I found out from alpine that they had been saying I had needed tires long before that but I finally did get them. Julie her bus, her tires are terrible Julie has been asking for new tires, she has been put off about getting tires and that's up to you to talk. Not me.

<u>Newman:</u> Last Tuesday I went to go pick up my bus from Alpine because it had needed new brakes. When I asked you in October and I asked you in December if I could get new tires *(can not make out)* you informed me that Alpine had to recommend me for new tires.

Black: Had, or had not?

Saubert: That they are supposed to

Newman: So I went to Alpine last Tuesday to pick up my bus because it needed brakes and I went to Jim and said, "Jim can you please tell one of your mechanics to go outside and please recommend me new front tires. I really need new tires; the front ones are going bald. (Can not make out what is being said)

Newman: I said I really need the recommendation for these tires. He proceeds to go to Jeff who's a mechanic and goes behind *(can not understand)* Jeff comes storming out from behind the divider and says I have been recommending it and I've been recommending it for the last 6 PMI's

(Everyone talking at one time trying to get a definition of what a PMI is, the driver's try to explain)

Newman: What happened was I said to Jeff, I was told that you guys had to recommend it and I've been told that you haven't recommended it or I would assume I would have new tires already. He proceeds to get even angrier and goes into his file and pulls out my last PMI and says see it's still on this one, wheel alignment and tires. I went thank you, may I please have a copy and he said no I'm not getting into it and he stormed away. To me this means Nora that you have known about this since September that I have needed tires and I asked for them in October and November. I have been driving under dangerous conditions with passengers with your knowledge which is totally inexcusable to me because the thing I use is a bus and the thing under it that rides it is tires and you have known since September. I have put on over 10,000 miles and my tires should have been replaced.

Knudtson: What bus do you drive?

Cunnie: You did make mention of tires to me. 4403

Newman: I have mentioned it many times, now I find out that Alpine already recommended it.

Saubert: Alpine recommended it on September 25th. They said she needed all new tires and now we're in January and she still doesn't have tires.

<u>Newman:</u> And you told me that they needed to be recommended. And when you told me that you already knew that Alpine had recommended it. I am driving a bus and I put on over 2,000 miles a month.

Knudtson: And what is your response to that?

Cunnie: My response? I'm sorry; I probably missed it on the PMI.

Saubert: It's been on there since September 25th, how many PMI's have you had since then, I don't know quite a few.

Cunnie: 4403 was down and out of service

Black: I will share with you guys that I stopped at Alpine and got a copy of the records and they specifically told me that tires recommended to be changed, they told me about a number of things that they've recommended to be changed and done that have not been addressed to be changed or done. And again the tires way back then-

Knudtson: Well this is a huge liability

Tinerella: Don't the bus driver's get a copy of the PMI?

Saubert: No we don't. We never see them.

Black: Could I finish this for a moment? I was told that the tires are very important to the ride and drivability, and what happens then to if you have a problem with the tires the alignment is out, the tires wear out more, and if you change tires it is a crucial thing. He mentioned that they used to go to the one in Palatine, across from the Menards and Alpine said that they were no longer in business.

Saubert: No, we are still going back there. They are back in business.

<u>Black:</u> They said again that the tires are in very bad shape and they should have been changed. There are six of them.

(Can not understand, to many voices)

Cunnie: She mentioned something about tires (can not make out)

<u>Newman:</u> I mentioned it at the last PMI in December, I mentioned it the PMI before that and every time I recommended it you said Alpine has to recommend it.

Saubert: But that's not true.

<u>Newman:</u> Quite obviously Alpine has been recommending it and you have ignored it. You have put me in jeopardy; you have put my passengers in jeopardy. I am so upset with this when I found out Tuesday that you knew about this and you allowed me to drive a dangerous vehicle with other people on the bus and me, not even caring about me. Do you know how much that bothered me? That is just totally absurd! No that is wrong Nora and there is no excuse for that!

<u>Burch:</u> We don't buy tires from Alpine, how are they involved in this?

Saubert: Because they do our PMI's, they report to Pace.

Bellio: They inspect the bus.

Black: That's part of the inspection and then they write it up.

<u>Burch:</u> So, there'd be no thought that they would put you need new tires because we'd have to go to them to buy them.

Saubert: No

Knudtson: It doesn't matter who told who, I think this falls squarely on your shoulders Nora.

Cunnie: Yes it does, and I will take responsibility for it.

Knudtson: Whether these guys are reminding you or not reminding you it shouldn't happen once but it seems like it's happened six, seven I don't know-

<u>Tinerella:</u> I think the driver's should see those reports because if I was driving a bus I would want to see them.

Bellio: If we'd seen those reports and if we'd seen what was on there I wouldn't take the bus out.

(Too many voices can not make out what is being said)

Black: One more thing, let me just finish this.

Burch: Why can't we request that the driver's get copies-

(Too many people talking at one time)

Black: I've got the copies here-

<u>Sullivan:</u> You got the copies because you're a board member, she asked for them and they wouldn't give it to her. I say write a letter to Alpine, give Jeff the authority with the bus drivers to give them a copy of whatever he does to that vehicle. They're driving it.

<u>Tinerella and Cunnie:</u> It's right in the files, right by their miles. They can come in the office and get them.

Saubert: We were never told where they are, we don't know where they are.

Newman: I did go in your office and I did try to find my PMI's. I looked in my files and the only PMI I could find was one from August. From September to now there are no PMI's for 4403.

Black: I was also told that the one bus needs a rear bumper.

Saubert: Right, that's mine.

Black: The problem with that, I was informed if Pace came and saw it that the bus would be stopped and it would not be allowed to be driven. And that this notice here, and I'll be glad to have you look at it, it says it on the back of so many of these and yet nothing has been done about it.

<u>Cunnie:</u> No, I am very aware of the rear bumper and the bus will not be stopped from the rear bumper.

Black: Was it fixed?

Saubert: No.

<u>Cunnie:</u> I've been working with the original *(can not hear)* the person that hit the bumper and he wanted to pay the debt themselves. They didn't do it.

<u>**Black:**</u> I'm just sharing with you that I was informed that it had been for quite a long time and that if Pace saw that that bumper was not taken care of *-(interrupted)*

Cunnie: Pace will not down the bus for that bumper.

Tinerella: Wasn't Pace just here?

Black: I'm just sharing with you what I was informed.

(To many people talking at once)

<u>Sullivan:</u> Going back, you're only going to solve this problem one way, in my opinion. If I was driving that bus, I wouldn't drive it either. But if I had a copy of that and looked at what it needs I could say Nora this needs tires I'm going to go down and get them on the first time I've got some time and they should be notified- and they charge us they don't pay them. But if they don't want to carry an account with them then find a tire company that does. Because if it says that they need tires go get them and get them aligned

<u>Knudtson:</u> We can't have a single accident in one of those reports outstanding, we can not have a single thing happen of six months and replace the tires.

Saubert: We're not allowed to just go to the tire store and go buy them.

Sullivan: Yes you will be at our next meeting I'll make a *(can not hear the rest)*

<u>Saubert:</u> We haven't been up until now, and this is what we get then we're told that you can't get them. And I never had to before get somebody from Alpine to tell me. If I went into that office and told that I need tires that's my responsibility because we have to check them everyday. It's part of our pre-trip, and if we go in the office and say we need tires there shouldn't be anyone going well when Alpine says so. That's not true because we've never had to do that in the past why she was told that I don't know.

Sullivan: The other guy that lives in Barrington that's owned it for years. Is Jeff his son-in-law who bought it from him?

Tinerella and Cunnie: Yeah

<u>Sullivan:</u> I can't think of what his name is, but if there was something wrong with the bus he said hey get it fixed. If you got the bus driver's driving and it's "their bus", why can't they go get tires? You should be able to do that. Do you have to go get permission? Do you have to have permission to get gas, or do you come out here and do it?

Black: It has to be a governmental purchase.

<u>Tinerella:</u> Well when Pam got her last tires Will called and wanted to get tires the same day, Pam I'm sure remembers.

<u>Saubert:</u> I had nothing to do with that, I didn't know anything about it. Why do we have this situation where she's saying over and over again I need tires and it's being recommended and we're still not getting tires. Now we're in January and she still doesn't have tires.

Tinerella: I guess if I were Julie I would refuse to drive the bus.

Newman: I didn't know until last Tuesday, I did not have any idea.

<u>Sullivan:</u> And I'm sure there's days where she has so much to do that she doesn't notice that, but she even admitted she make a mistake.

<u>Tinerella:</u> Let's make sure that the driver's get copies of all the reports of anything that gets done to their bus. I think that would be a good idea.

<u>Burch:</u> If you guys think there is something unsafe on you bus and it's not on a PMI and you bring it to the office and Nora disagrees then we need to have some system that says well Alpine will come in and break the tie.

<u>Sullivan:</u> No, Pace sets these rules, so we can't say it can't be done because if they find out you're not doing it we're going to loose those busses.

Saubert: That's right.

(To many people talking at once)

Black: The number one issue-

<u>Burch:</u> We need a system that allows them to bring it up and if it gets challenged, to get the challenge overturned one way or another-

Knudtson: Immediately

<u>Cunnie</u>: Here's the September PMI on 4403. It needs right front tire and alignment. (Can not make out) spare tire that you took out of the garage (can not make out)

<u>Bellio:</u> No that's the one they had cut. There was a cut tire on the back. You told me to bring one over to them, which I did.

Black: Really you guys what we're seeing here is that we have a problem with the way it is set up now. That shows it's not working at the township office and with Nora.

<u>Saubert:</u> No actually there's another issue and the other issue was when it came time for my vacation at Christmas, and we had already been over this issue with holiday pay, the issue of problems with us being able to share out trips and things to that affect. I went on my two week vacation, they weren't going to go with out three drivers for to many days, but for a few days and

I talked with Roy on Friday and Nora on Thursday. I asked if she would be taking my countryside route. And she said no she had someone else and I asked who and she said you're not going to like this and I said who Mary-Ann McKay and she said yes and I said well that's your problem . I let Roy and Julie know that only so they know this other person was going to be driving and that she does have a CDL and she is a school bus driver but she no longer has her Pace medical form up to date because that expires every year you have to have it up to date. Then I was on my vacation and when I got back Roy tells me that – Go ahead.

Bellio: I called Pace and I asked them if they could tell me if Mary-Ann McKay was a certified Pace driver. They asked me what my name was *(can not make out)* so I said it's up to you, you're liable for anything that happens to anybody that's on that bus. If she's using it with an illegal driver, but it's up to you to do what you have to do. So I was in the office when pace called and I left. When I came back Mary-Ann McKay was gone and I got all her people to pick-up.

(Can not hear what is being said)

Knudtson: Why don't we give Nora a chance to see what her solutions would be and if they are not satisfactory then we have to do something else. Issue one is safety, these buses, they don't feel that they are safe and that has to stop today. This can never happen again. How can we resolve that?

Cunnie: (Can not make out) PM's we're talking here.

<u>Knudtson:</u> I don't care about the past, I want to know how we are going to make sure these guys sure that this will never happen again.

<u>Tinerella:</u> Well there are always two sides to every truth.

Knudtson: There are no sides to this truth if our busses are not safe anybody thinks they're unsafe then that's got to be stopped and we have to put our emotions aside and say the safety of these busses is number one. I think there is some evidence to support that we have not met up to that challenge. How are you going to assure me and these driver's and Ela Township residents that out busses are safe? I want to hear Nora's answer.

Cunnie: With the PM's I missed some things on them

Knudtson: How can we not miss things on them?

<u>Cunnie:</u> By being more careful. Maybe when the PM comes in it should go with the driver of that bus. They'll draw more attention to it (can not hear the rest)

Knudtson: The second issue I heard from you guys is that there is not sufficient latitude in the nature of their business. Which is the extra rides, same day add-on's and challenges regarding overtime. How can we deal with that so that these guys don't feel panelized for the high quality job they are doing.

Cunnie: I think that they need to be reasonable on what they're switching

<u>Saubert:</u> It has nothing to do with switching anything. It doesn't because okay so then I won't get those extra hours that day he'll get the extra hours that day. Somebody's going to get them if the people are there to drive we've got to drive them. And I fully admitted, Yeah I switched some.

<u>Cunnie</u>: I don't disagree that the people should be driven when they need to be driven. That's not my problem at all. If I'm supposed to schedule this service as efficiently and as cost effectively as possible than it can't be-People need down time

Saubert: He doesn't need four hours down time.

<u>Cunnie</u>: One day in particular that Roy shows 11 ½ hours last Thursday. How many people did you drive after three o'clock?

<u>Saubert:</u> After three on a Thursday? I would imagine that I took home all my seniors, I can't remember off the top of my head.

Cunnie: How about if you passed up your seniors took home Cocanic and left every one for him.

Saubert: Did I do that? I don' think so

Tinerella: Was that the day Roy got in the accident to?

Bellio: I had all of Julie's seniors.

Saubert: Are you talking about in the afternoon?

Cunnie: In the afternoon.

Knudtson: Pam let's give Nora a chance here. She has no offering to the issue of latitude with regards to the issue of overtime. That's what I'm hearing you say, there is nothing that will change in that regard. The next issue is the issue of retribution or feeling that there were scheduling things that happened as a result of what was brought up. How can we deal with that so that these guys feel that they aren't being treated differently because of something they have said to a board member, to each other, to whomever.

<u>Cunnie:</u> For the last couple of months they pretty much stopped coming into the office and even talking to me at all. When I tried to set up a meeting, that didn't come to pass

Saubert: No, the day you set up a meeting Julie went home sick. That's not true.

<u>Cunnie:</u> But when I talked directly to each of you and I say what's the problem, I basically get nothing or it's always the other guys' problem.

<u>Saubert:</u> Because we've gone to you about things as they happen Nora. I always have gone to you about everything that ever came up, but when that stuff started and you gave me the answers you gave me I knew that things were not right and I was not going to go along with that. I wasn't going to go along with that.

Cunnie: I can sit here all day and defend

Knudtson: That's not going to get us anywhere

Saubert: You're right.

Cunnie: That's not going to get us a thing.

<u>**Black:**</u> The whole thing is that this is not working, it's quite clear that it's not working. So you said that you've got an idea for solution.

Tinerella: It's not working because there's no communication.

Saubert: Let Julie ask a question. Go ahead.

Newman: I ask this question only because it's been bothering me since last Wednesday or Thursday. You asked me to drive two people you were hiring part-time, Brian Whitaker and a Terri Caldwell. And they were on my route, and when I took it, when you told me to do it, I had asked you straight out if I should be worried about losing my route.

Cunnie: Right, and what did I say?

Newman: You never gave me an answer and I would like one in front of everybody because I really love my route. But also, I talked to those people while we were driving around, it was like and hour and a half. My route is the longest, I go all the way over into Island Lake to pick up countryside and Terri Whitaker is under the impression that she is going to have thirty hours a week. And if Pam is working full-time, I'm working full-time and Roy is working every other week full-time how is she getting thirty hours a week? I don't understand.

Cunnie: She's not.

Saubert: Well that's what she told her

Cunnie: She's looking to work thirty hours for the week that she works.

Newman: Then she had talked to me differently because she said that she needs set hours.

<u>Cunnie:</u> Right, she needs to know approximately how many hours she may work in a week.

<u>Newman:</u> Okay, so now you have four part-time drivers- Roy, Will, when he comes back. Then you have Brian and you have Terri.

Cunnie: Right.

Burch: And you have Dave.

Newman: Dave you want to drive. Burch: He has his CDL license.

(To many people talking at once)

<u>Saubert:</u> Well that's not what that girl told you because she went back over to the school bus and told them that she didn't want to work there that she wanted to work at the Township because she was going to get –

Newman: Regular hours.

<u>Saubert:</u> Regular hours, she was going to get thirty hours a week, I mean that's what she told you. Now if there was a misunderstanding then she had the misunderstanding. I don't know. <u>Sullivan:</u> She said thirty hours. That means thirty hours a week and then she's off a week? Is that how it should be?

Cunnie: She came in with the understanding that she might only work a couple of days a week.

Saubert: That's not what she told Julie.

Cunnie: Excuse me.

Saubert: That's all I'm saying.

<u>Newman:</u> When I talked to her for that hour and a half because we were talking about a lot of stuff. We were talking about the school busses, and blah, blah, blah, whatever. How glad she would be to get twenty hours a week *(can not make out, too quite)* but anyways, she said well I need regular hours, I have a family and I have to have regular hours so that it's a regular time for babysitters because she has a five year old

Cunnie: She needed to know, yeah, she has a kindergartner.

Sullivan: Is this bringing up a new issue that we haven't already covered?

<u>Newman:</u> Well what I'm wondering is why all the sudden we need three part-time drivers and I want to know how it's going to affect the rest of *(can not hear)* so I'm just curious.

Burch: Is it possible the township is changing, we're seeing that. Dave and I haven't really done this before, it's something new but we came in, I came in with the idea that we don't need Township government. What I have changed in the last two years is that I see the value in township government. There's only a few things that I can see that value that I can say without the township government this wouldn't happen. Your busses are the one thing that I could point out to anyone in this township and say you need township government because of that. What we're finding we've just gone through as a board a major almost year discussion on staff in our office and we have promoted Nora with the idea that the township government is changing and that there's more people, there's more services. Is it possible that we need to revamp this so that there is no part-time? There's bus drivers and it's their job and are paid for- it may be cheaper for us-

<u>Newman:</u> The only thing I want to know is-I want to make sure, when I was hired, I was hired full-time. Pam was hired full-time, Roy was hired every other week. We will now have three more part-time drivers all I'm asking is what are your plans for these people, how is it going to affect me because I'm hearing from this woman that she's going to have thirty hours a week with the three of us on there's going to be a problem.

Sullivan: Since she was hired part-time she ought to know it's part-time, that's all.

Black: One thing that is becoming clear as I started to say before is that this is not working out, and we can see this very clearly in some of the things that have happened.

(To many people talking at once)

Knudtson: Have we heard the issue pretty clearly? Have we summarized everything clearly? **Tinerella:** And it's amazing that the person in charge of the system is hearing all of this for the first time.

Saubert: No she's not hearing it for the first time. That's not true.

Knudtson: No, let's just move on. This keeps side tracking us let's just move on. We haven't heard what you guys think of solutions yet.

<u>Saubert:</u> We don't have a lot of trust or confidence in the stuff that's going on in the office anymore. So we would like to leave the office and if we can go over to the Highway Department that would be fine with us.

Burch: What if we hired

Saubert: We don't have any confidence at all.

Bellio: We need a separate dispatcher that does nothing but-

Burch: What I think we need is somebody because I see with what we're going to do with the web page Tom's going to be, we want them to be involved with the web page in terms of updating things, Nora has more responsibility than she ever had before and I've been in the office before, I hear the phone ring, I see the friendships that you guys have developed and Nora and Tom. He's on a first name basis with people. He probably could tell you who they are. What I think- we're to the point where we need to revamp the system so that our bus service is a separate department, with somebody, no necessarily Nora, somebody to handle the dispatching and the PMI's all of these things so that this person can dispatch from over here and when they're not dispatching, if there's a lot of "downtime" for that person this would be the time when they go and make sure that you have windshield washer fluid and make sure if you need a scraper- all day long- it's cheaper for us to hire somebody to handle just the busses that you're comfortable with and then keep all of you on for eight hours a day it's cheaper than having someone sit at home. And I know if you want to work part-time, that's okay. If we have two fulltime people that's great because then we can handle it. I think the dispatcher, or you guys should feel comfortable calling the dispatcher and saying hey send Roy over there I can't make it. It's quicker still to go directly between each other because we're cutting out the third person.

Saubert: That's right.

Black: And because Brian we are going to have the new person here and this way that person can help in taking care of dispatch. There's a person that we approved.

Kruckenberg: No you didn't approve, I just let you know I was hiring somebody, the board doesn't have to approve that.

<u>Black:</u> I know, I'm just saying that it is known **Kruckenberg:** I just want to make that known

(Too many voices at once)

Tinerella: Wouldn't find that in you minutes huh Bill?

Kruckenberg: She started today

Knudtson: So you've hired someone full-time

All at Once- Part-time

Burch: But it's cheaper for us to hire that person **Sullivan:** So we can take the other half of that person **Kruckenberg:** I'd have to see what her schedule is

<u>Black:</u> Well see what could happen here is that person could help out with the dispatching and then one of you –

Saubert: We could all pitch in.

Black: We'll make arrangements on that and I think that would solve a lot of our problems

Burch: It's just more efficient for the township nothing against Nora or

Sullivan: The bus number is the township number right?

Tinerella: No it's got it's own line.

Black: They can just bring the phone line here.

<u>Burch:</u> Now if the part-time person that Bill has if that's not added to their responsibilities like in the summer time your load is up there is no reason why we can't hire someone

Black: You know what Brain? I think also have you had, like where you were dispatching or doing some of this aspect are you able to handle that?

Saubert: Who me?

Black: Yeah Saubert: Yeah

Black: So would you be able to work out something that way.

Saubert: We're willing to go along with anything that's going to make it better. Because right now it's not.

<u>Black:</u> So then this here sounds like something that the three of you would be pleased with right?

Saubert: Right.

(Too many people talking at once)

Black: So we've got the teamwork and then you have the person here who would help out with the dispatch. So between the three of you and the person here you can organize what you're schedule's ect.

Saubert: Yes

Black: Alright and you feel very comfortable with that.

Saubert: Yes.

Black: So since the bus service is a very important thing in our township then I'll make a motion for us to proceed with this program of working with the part-time person that Bill has and Pam organizing with you guys the bus routes

Burch: Bill do you think that would be acceptable to her?

Tinerella: Sounds like he's got to check with her

Burch: To take on and additional responsibility of dispatching

Knudtson: I would like for you guys to write up what this persons duties will have to be.

Sullivan: He's got things for her to do to.

Kruckenberg: Well mine is pretty lax I mean right now for her to start with my stuff. I have special projects she's working on. But I don't think there's any problem for us to work that in.

Burch: Can I ask one more question? Where are the busses kept at night?

Saubert: In the garage.

Burch: They're here.

Black: So it makes the most sense.

Burch: It makes sense that no.1 Bill can see what a bald tire looks like, (can not make out) if there's something that needs to be fixed, there's tools here to fix it, and he's capable, and I'm not talking about fixing brakes, but it just makes more sense-

(to many people talking at once)

Kruckenberg: we can only do minor-(too many people talking at once.) **Black:** is there a second to this motion.

Burch: I second the motion **Black:** Okay, let's take a vote.

Tinerella: Can someone repeat the motion?

<u>Black:</u> The motion is that between the individual that's hired here at the highway department working part-time and Pam and the bus drivers will be organizing for the bus service to develop a program for our bus service.

Burch: To be dispatched from-

Tinerella: to move the dispatching out of the administration office into- and clerk over here.

Black: right.

Tinerella: So then our cost should be relatively the same.

Black: Yes.

<u>Burch:</u> Well that one thing, the other thing is to fix this problem of- I certainly wouldn't want a full-time job where I wasn't working full-time. When you support a family you need to know that. You guys have to stay put as full-time employees guaranteed 8 hrs.

Black: But Brian, let's do this first one first.

Burch: It should be part of this

<u>Black:</u> But we can do that in the next part. We're just making it clear that it's gonna be here.

Knudtson: So, we're moving dispatch here and using Lesley Roll if she will

Black: It's no problem with Bill and Pam can work with the bus drivers to organize it

Knudtson: Second it

<u>Burch:</u> And maybe that during the summer time we take on a student to assist with the dispatching.

(Too many people talking at the same time)

Black: But Brian let's do this part first. Let's take a roll call.

Knudtson: Let's vote.

Prouty: Roll Call. Trustee Black-

Black: Aye

Prouty: Trustee Burch

Burch: Aye

Prouty: Trustee Knudtson

Knudtson: Aye

Prouty: Trustee Sullivan

Sullivan: Aye

Prouty: Supervisor Tinerella

Tinerella: Aye

Knudtson: The second motion should be to have you guys work together-

(Can not make out who was speaking)

<u>Sullivan:</u> Those busses get taken care of and I want them to be able to go over to that tire place and get tires as long as Pace says they need it, They can sign the Township's they can bill us and if they won't we'll find a tire company that will. You can' have these people driving the busses like that.

<u>Black:</u> I'd like to add to that to buy an extra set of tire because at Alpine Automotive they-(Can not make out)

Black: Well let me just share with you they said to me that if we had an extra set of tires because of the governmental aspect we can then, they can just put them on for us when the busses are brought in.

Kruckenberg: We can do that here.

Black: You can do that. Okay, I'm just sharing with you so we don't run into this problem.

Knudtson: Tires need to be changed, the minute they say we need tires –

<u>Black:</u> That's what I was saying that they had mentioned to me at Alpine that if we bought tires ahead of time they could put them on. But if we could do it, then that's fine.

<u>Tinerella:</u> And can Pam train this dispatcher or do we need more assistance Pam, from the office?

Saubert: I think all of us will cooperate.

<u>Tinerella:</u> You'll be able to do that, okay. And then as far as the grant processing in all of this, I would imagine that since that's very administrative that it would remain in the office.

Black: No, I think-you feel comfortable with that?

Saubert: No I've never handled that, I don't know what you want to do with that, you'd have to talk to him about that.

Black: Well that's one thing right now we will check it out.

Tinerella: We can walk first and then deal with that, but that is quite cumbersome.

Black: But just so it is understood that from now on it's not a thing with Nora and the bus drivers it is going to be something completely separate onto themselves with the way we are organizing this.

Tinerella: Well who are the bus drivers going to report to?

<u>Black:</u> They can report to the way we have they can report to a committee, they can report to the board.

Tinerella: I mean

(Too many voices at once)

Saubert: On a daily basis

<u>Black:</u> Well one thing is the way for example, it's the township responsibility. Bill's going to be helping out with it. He would be a person they could talk to but we still have to have a contact

<u>Tinerella:</u> Someone's got to sign their time cards and approve it. Someone's gotta schedule their vacations. You know that type of stuff.

<u>Burch:</u> We have a trustee in charge of parks, I think what we need to do is to add that responsibility to one of us trustees.

Black: Well if you'd like I would be glad to help on that because the seniors

<u>Burch:</u> For responsibility to oversee the buss situation. What Nora's been doing now I don't see this as problem for Nora cause we're giving her-

Cunnie: I see it as a problem for our seniors.

Black: Brain, you know what I'll share with you is since the way the senior group and youth group is the committee that I'm on; I'll be glad to help out as being a trustee for our board with the bus aspect.

(Too many people talking at one time)

Sullivan: Somebody's got to be here. You gotta have somebody-

Black: Mike I'm saying it as far as being a trustee helping out on it.

Sullivan: The thing is you gotta have somebody in charge (Can not hear the rest)

Black: Bill said that that would be fine with him

Sullivan: You want to handle that?

Black: And then he can talk to me if there's an issue and then we can send out an e-mail.

Knudtson: What's the motion that we've got.

Tinerella: To move the dispatch.

<u>Knudtson:</u> That one's done **Prouty:** That one's done

Knudtson: But you have a second motion

Black: About the tires

Prouty: And getting taken care of

Kruckenberg: That will be addressed when we change-

Prouty: There's no second on that

Tinerella: Do we need a motion for that; I mean can't we just do this, You know.

Black: Then is that alright with you Mike, cause

Sullivan: Yeah, I have no problem with that I just-

Tinerella: I don't think that would be a good thing to have in our minutes. A motion to-

<u>Burch:</u> Then we will also set up a policy for things like, so we don't get into this overtime and dispatching. There must be a better way to do it.

Tinerella: Yeah, cause I mean the goal is- yeah

<u>Cunnie:</u> You might want to even contact Pace to and find out about the grant agreement and find out how valid all this is.

Knudtson: Having somebody else dispatch?

<u>Cunnie:</u> No, but shifting the whole operation.

Sullivan: Somebody's got to do the reports and everything else.

Knudtson: Well we're not shifting it out of the Township though

Black: Right, it's still here and it's still where the busses are.

Hoffman: In Wauconda Township it's done in someone's basement, or a house

Cunnie: What?

Hoffman: In Wauconda Township they don't have the bus service at the town hall

Black: And the busses are here

<u>Hoffman:</u> Yeah they drive Pace busses, I don't know (too soft)

Knudtson: Nora's going to have to help us walk through the transition.

Sullivan: Where do we buy the tires?

<u>Kruckenberg:</u> They were buying them down by Menards. I switched buying the truck tires there because they don't carry (*Can not hear the rest*)

<u>Tinerella:</u> I think the main thing we want to do is get the phone calls to come up here and the dispatching, so the bus drivers can work together as a team and come up with a way to run this more effectively.

(To many people talking at once)

Black: I would be glad to sit down together and talk to Bill and organize this.

Sullivan: They don't give you government rates?

Kruckenberg: No, so we go to the one in Crystal Lake.

(To many people talking at once)

Cunnie: You can get the tires at Tire Works. Right back there in Palatine.

<u>Tinerella:</u> I do think we need to make a second motion though. If we are going to change the reporting structure someone should make a motion to change the reporting structure. So they know they've got a different person.

Knudtson: How do we put that into a motion, like you just said?

Prouty: Yeah, that's-

<u>Black:</u> Alright, it will be where we said that they will work with Bill; I will be the trustee for this committee.

Prouty: why do we say put it under your committee

Black: The youth and family services committee

Knudtson: (Can not make out) with Bill, oversight through the youth and family services, committee and develop the policies and procedures we have all just been yelling about here

Black: Right.

Burch: Is it cheaper for the township to have-

Knudtosn: Is there a second?

Black: I'll second it.

<u>Burch:</u> I have no problem with over time, but the problem is to avoid the problem of somebody being at home. Just put three of them on the clock for eight hours and then over time is-

Black: We will work on that.

<u>Tinerella:</u> The goal is to go back to where everybody works eight hours and the job gets done. We don't want to increase costs in this process.

<u>Sullivan:</u> What about, going back to these tires again. Somebody mentioned that you can buy them and put them on. I think is very important they be aligned

<u>Kruckenberg:</u> We balance them and that, there's some spares in the garage that we can switch tires here if there's a problem. We would send the bus to-

<u>Sullivan:</u> When the busses need tires they should be put on and they should be aligned before they are taken out of there. I would think

Kruckenberg: Well it doesn't always need an alignment, they have to be balanced. They would be balanced and as they need an alignment we would set up a place to do the alignments.

<u>Burch:</u> How do they know when they need an alignment? So they actually test them over there? Alpine?

Black: Yeah

Kruckenberg: They can look at the tires wear.

Burch: So if it shows up on the PMI it's automatic-

Sullivan: It does the same thing your car does, pulls to the right or pulls to the left

Knudtson: These guys need to have a system so that if they feel that something is unsafe and they bring it to Bill and Bill says, you're wrong, then they could-

(Too many people talking at once)

Kruckenberg: All they have to do is call a trustee if they don't like how I'm running it

Tinerella: Well no call Pace. Pace are the ones who ultimately inspect it.

Black: Should we finish with this motion and take our vote on it

Knudtson: We finished **Black:** It wasn't voted.

Tinerella: The motion was to have the driver's report to Kruckenberg

Black: And I would be board member, this would fall under the youth and family committee that's what Dave made that motion.

<u>Sullivan:</u> Report to Bill, oversight by Mimi, and they'll work out the entire issues, policies, procedures, tires, what ever all this stuff is.

Black: Right

Burch: And this will be put in writing, right?

Kruckenberg: Should we have the daily reports since the drivers are here?

<u>Knudtson:</u> What daily reports? <u>Kruckenberg:</u> There's daily sheets

Saubert: We do our daily sheets, then you make a monthly.

Black: We're developing the policy, are you seconding it? Okay, I second it. We'll take a vote.

Prouty: Trustee Black.

Black: Aye

Prouty: Trustee Burch

Burch: Aye

Prouty: Trustee Knudtson

Knudtson: Aye

Prouty: Trustee Sullivan

Sullivan: Aye

Prouty: Supervisor Tinerella

<u>Tinerella:</u> I'm voting no just because of the oversight committee. I think we've got too many things under one trustee.

Knudtson: (Can not hear)

Tinerella: Well I think the oversight committee should be the board as a whole.

<u>Black:</u> That is, the board is totally the one that is responsible. This will come under the youth and family committee and because it takes- and this way there is a contact person for the trustees

Burch: It's because Mimi doesn't have a full-time job

Black: Just like you don't have a full-time job

(Too many people talking at once)

Tinerella: When do we want to make this effective?

Black: It's effective immediately.

Kruckenberg: Mimi are you going to be here a 6:00-

<u>Sullivan:</u> 5:00 is when the drivers get here <u>Knudtson:</u> Are you guys happy with this-Saubert: Yeah, but when does this take effect?

Knudtson: Today, we said. Saubert: As of today?

Knudtson: Sure

Sullivan: You're gonna probably want to get earmuffs at night or something, cause your alarm is going off at 4:00 so she can be here at 5:00, so she can check everybody in, check your time cards-

<u>Tinerella:</u> Now somebody needs to take action to get the phone line over here because we're not going to want to change the phone number.

Sullivan: That will be easy to do.

Kruckenberg: You're probably going to have to have another phone number there to have a roll over, right? Is your phone set up on a roll over?

<u>Tinerella:</u> We could just forward to here and keep the number the same.

Kruckenberg: No, I would like to get the number here, that way we have a separate answering machine and that way the guys in the shop aren't picking up bus calls.

Burch: If they can physically move the number to here-

Knudtson: And all these things are required talking to Lesley I mean there's issues but these issues will all be-

<u>Tinerella:</u> And we'll know by tomorrow if this young lady can handle this, is willing to handle this

Burch: and if she isn't, we'll hire somebody else,

Kruckenberg: And if she isn't we'll hire another part-time person.

<u>Tinerella:</u> But hen we'll need a full-time because someone will have to be at the phones <u>Sullivan:</u> You better find out where Mimi wants that phone so she can start taking calls.

Kruckenberg: If she doesn't want to handle that part of it then we'll have to get another-

(Too many people talking at one time)

Kruckenberg: She will handle this when she's here

Tinerella: I see what you're saying okay

Burch: If she's part-time during the summer-

Kruckenberg: She will handle this when she's here, but I don't know if she wants to go full-time.

Tinerella: So worst case is we'll hire another part-time person.

Black: Or it could be that we'll work this out that Pam could also organize that.

Kruckenberg: We'll all sit down, with the bus drivers one day, if it's a Saturday-

Black: We'll work it out you guys

<u>Tinerella:</u> So nobody sees the need to increase the budgets to operate the service, we're just switching it around.

Kruckenberg: The only thing that I would have a question on is in the budget are you budgeting on a new bus?

<u>Tinerella:</u> Yes. And then I would just say that Bill, Nora and I work together on the budget since this is sort of a hand-off thing to make sure.

Kruckenberg: Well I wouldn't know what to budget this year anyhow.

Tinerella: Yeah, well we can help you with that anyhow.

Black: We'll be getting feedback from everybody.

<u>Tinerella:</u> Okay, and then in all the Pace grant processing to stick with administration because that's just all paperwork.

Kruckenberg: (Can not hear) As far as some of the daily paperwork.(Can not hear) you'll just have to lay out what you want us to do daily.

<u>Tinerella:</u> Okay, before we end does any one have any concerns? Nora you made a comment I want everybody to hear what you just said.

Cunnie: This could have been worked out with a little cooperation between everybody.